

### Independent Contractor...the basics

- IRS & California State laws determine if a person is an independent contractor or an employee...not written agreements.
- Workers are employees, unless the company can prove otherwise.
- If it looks like a duck....

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### Independent Contractor - 20 ?'s

- 1 - No Instructions
- 2 - No Training
- 3 - Services don't have to be personally rendered.
- 4 - Work not essential to bring firm
- 5 - Own work hours
- 6 - Not a continuing relationship
- 7 - Control over own assistants
- 8 - Time to pursue other work
- 9 - Job Location
- 10 - Order of work set
- 11 - No interim reports
- 12 - Payment timing
- 13 - Working for multiple firms
- 14 - Business expenses
- 15 - Own tools
- 16 - Significant investment
- 17 - Services available to general public
- 18 - Possible profit or loss
- 19 - Limited right to discharge
- 20 - No compensation for non completion

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### **Types of Job Evaluation Systems**

- **Qualitative**
  - Ranking
  - Classification
  - Maturity or Experience Curve
  - Market Pricing
- **Quantitative**
  - Factor Comparison-Point Factor
  - Multiple Regression Analysis

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### **3 Major Phases of Pay Setting**

- **Identify Hierarchy of Jobs by Worth**
- **Investigate Marketplace**
- **Combine Job Worth Data & Marketplace**

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**Survey Data: Buy or Do Your Own?**

- Depends on type and amount of data needed.
- Can it be bought?

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**Doing your own survey...**

- Need letter of transmittal, instructions and survey
- Get a personal introduction, if possible
- Stress mutual need--reward participants
- Assure confidentiality
- Be clear and precise in what you want--you get only one shot--assume you cannot go back!

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**Considerations...**  
**Determine the Scope of the Survey**

- **Your Organization**
  - All jobs
  - Exempt/non-exempt
  - Specific functional groups
  - Specific skills/occupations
  - Problem areas
- **Market Comparability**
  - Geographic
  - Industry specific
  - Competitors
  - Who you hire from
  - Where your employees go
  - size of company
  - \$ volume of company
  - Division/corporate

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**Data Collection Techniques**

- **Telephone**
- **Mailed Questionnaire**
- **Face-to-Face Interview**
- **Conference**

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### Exercise A

The CEO is considering installing a sabbatical. He/she wants to know what other companies in your industry provide and who, if any of them, provide sabbaticals and how they work?

Would you buy the data or do your own survey?

If you do your own, what factors would be important in determining the scope of the survey? What data collection techniques would you use?

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### Exercise B

The CEO feels that the non-exempt ranges are out of alignment with industry. He/she wants you to do a complete analysis of all of the non-exempt salaries.

Would you buy the data or do your own survey?

If you do your own, what factors would be important in determining the scope of the survey? What data collection techniques would you use?

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### Exercise C

The CEO wants a complete analysis of the executive team's total compensation package (salary, bonus, equity, etc.). He is concerned that the company might be at risk of losing key executive talent to its competitors.

Would you buy the data or do your own survey?

If you do your own, what factors would be important in determining the scope of the survey? What data collection techniques would you use?

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### Survey Data: What can be bought?

- AEA *Questionable*
- AON/Radford Associates
- ECS/Wyatt
- Mercer
- Croner *Internet*
- Culpepper *software*
- Chips *large cap > 100 mil.*
- Advanced HR *Pre-IPD*
- IQuantic *Stock/Public*
- 
- 

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**Using Survey Data – Terminology...**

- Mean
- Median
- Mode
- Simple Average (AEA=Co Wtd Avg)
- Weighted Average
- Aging – updating data to current

*Average of averages*

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**Exercise  
Calculating Averages**

50 Inc \$9.50  
11 Inc \$10.25  
23 Inc \$11.10  
85 Inc \$12.15  
169

What is the Simple Avg? 10.75

What is the Weighted Avg? 11.10

*.35*

*31.7%*

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### Exercise

- Using the survey data provided, pull the "Market Price" you feel appropriate for creating salary ranges for this job family.

- Accounting Clerk I 21.6
- Accounting Clerk II 24.1
- Accounting Clerk III 27.9
- Accountant I 31.7
- Accountant II 36.8
- Accountant III 44.5
- General Accounting Supervisor 46.3
- General Accounting Manager 61.3

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### Aging Data

- Average Merit Increase
- Average Salary Movement

If the average merit increases for a particular job were 5%-6% and the average salary movement during the last 12 months was 4% and the salary data for the position you are reviewing is 6 months old (assume a salary of \$22,000.00 per year), what is the value of the job today? What will be the value of the position 6 months from now? And, 12 months from now?

22,440	22,880	23,345
Jan	Jul	Dec
Now		
22,440	22,880	23,320

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Average Salary Movement tends to trail Avg. Merit Increase by about 1 1/2%

4% per year is typical

2% increase per six months - compounded

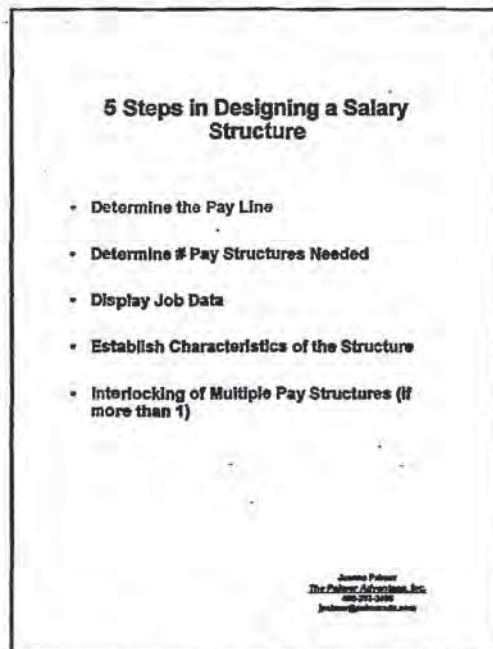
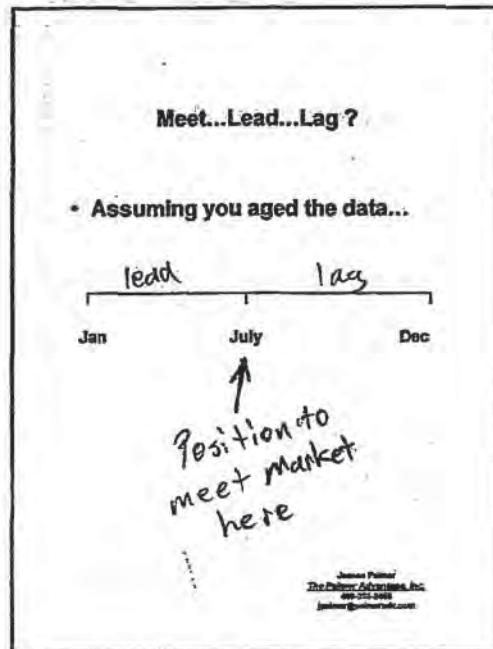
- not compounded

22,000  
last Jul

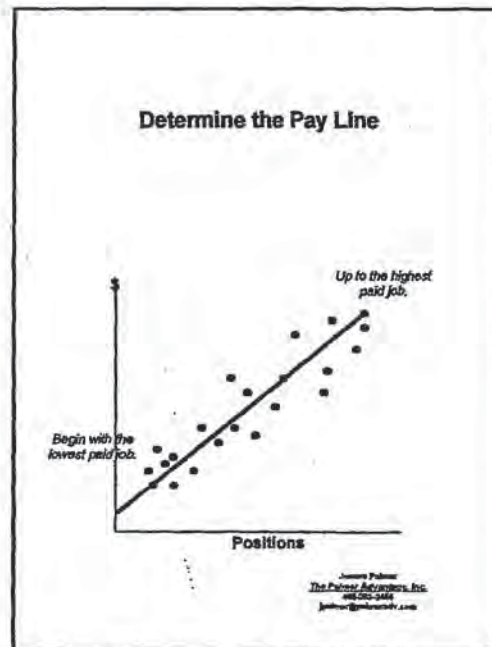
22,000

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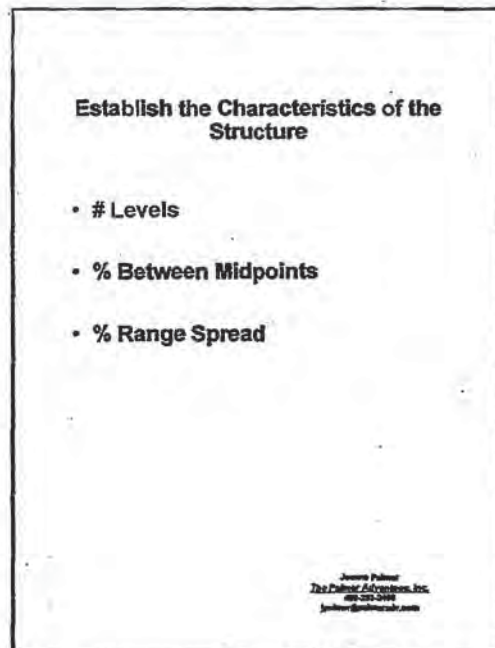
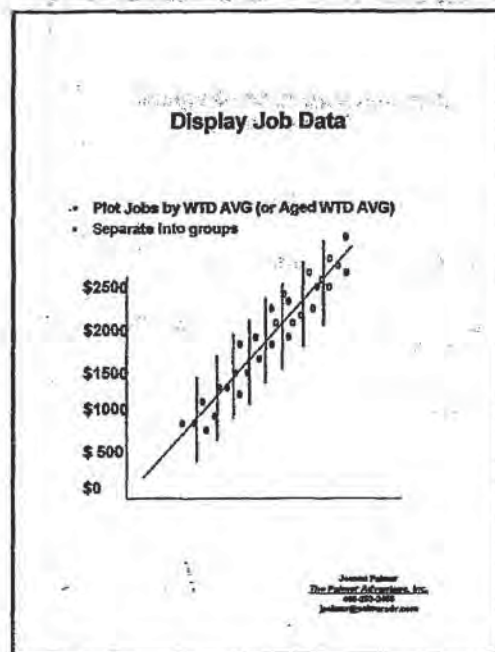




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- Determine # Pay Structures Needed**
- Exempt
  - Non-exempt
  - Technical/Non-technical
  - Management
  - Functional
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Common Midpoint-to-Midpoint Differences		
High	Low	Ave
Non-Exempt 8-10%	2-3.5%	5-7.5% <i>10-12%</i>
Exempt 10-12%	5-6%	7-9% <i>12-15%</i>
Sr Management 30-50%	8%	10-25% <i>up to 75% or even 100%</i>

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Typical % Range Spreads	
Non-Exempt: Labor & Trades Up to 25%	<i>Union</i>
Non-Exempt: Clerical, Technical, Para-prof 15-40%	<i>Non-union</i>
Exempt: 1st-level Mgmt, Admin, Professional 30-50%	
Exempt: Middle & Sr Management 40-100%	

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*Union camp philosophy is that everyone is paid about the same for doing the same job. Time is more important than performance.*

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Midpoint difference

$$\frac{\text{Higher MID} - \text{Lower MID}}{\text{Lower MID}}$$

23.2

Red circle -  
at or above MAX

Green circle -  
at or below MIN

Gold circle -  
above MAX and  
continuing to increase

**Calculate the Salary Ranges**

	Q1	Q2	Q3	Q4
Job	Minimum		Midpoint	Maximum
Gen Acctg Mgr	51.1		61.3	71.5
Gen Acctg Supv	38.6		46.3	54.0
Acct III	37.1		44.5	51.9
Acct II	30.4		36.8	42.9
Acct I	26.4		31.7	37.0
Acct Clerk III	23.5		27.9	32.6
Acct Clerk II	20.1		24.1	28.1
Acct Clerk I	18.0		21.6	25.2

37.0

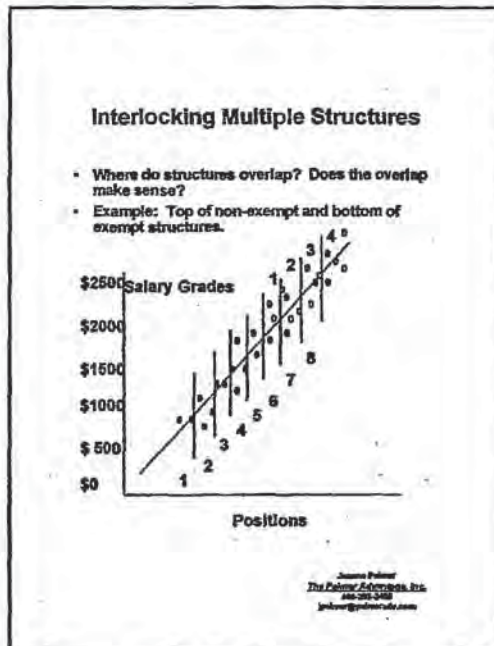
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40% Range Spread

$$\frac{\text{MID}}{100\% + \frac{1}{2} \text{ the spread}} = \frac{\text{MID}}{100\% + 20\%} = \frac{\text{MID}}{1.2}$$

To calculate MIN

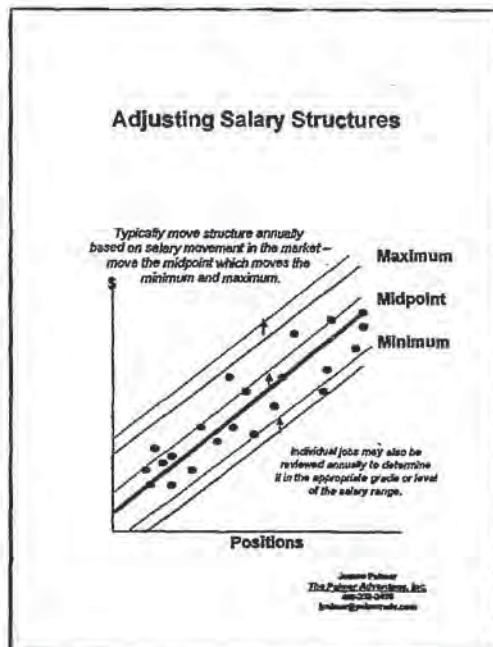
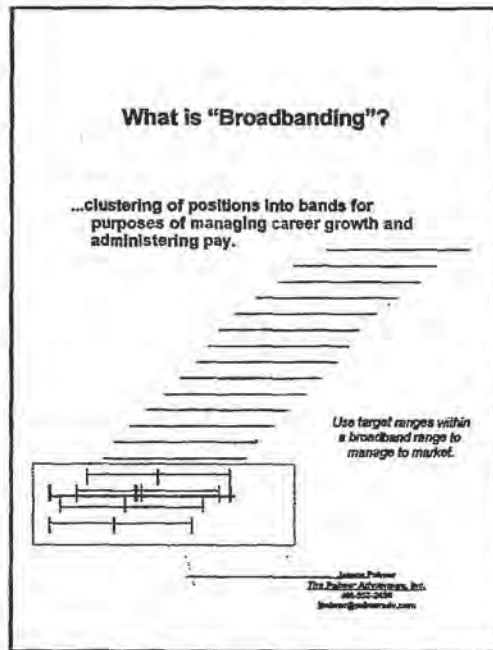
to calculate MAX  
MIN \* 1.4



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Fewer ranges that  
are much broader



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### How do we manage compensation using salary ranges?

- Hiring
- Progression
- Promotion
- Reassignment to a lower grade position
- Transfers (lateral)
- Market Adjustments
- Geographical Moves
- Undesired Attrition



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Entry level hires should come in 1st Quantile  
- psychological negative

### Merit Pay

...an adjustment to base pay that relates directly to employees' performance made only if

- the organization can afford it
- the employee deserves it

...can be beneficial or harmful

- if difference between outstanding and marginal is too small, there is no incentive

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**Barriers to Pay for Performance:**

Somebody doesn't get it -  
they get the message that  
they are not valuable.

Intel - bottom 5% of  
performers get no increase  
- this allows more money for  
greater increases for top  
performers.

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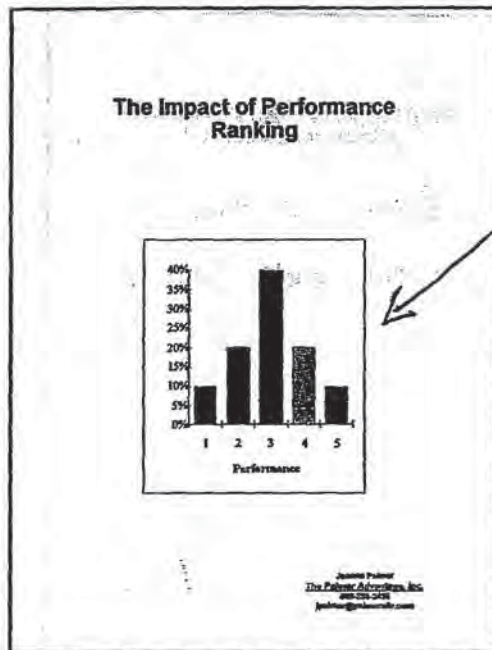
**Merit Budgets**

- How are they determined?
- How are they distributed?

Based on market

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*In a perfect world*

*Reality: it usually skewed to the upper end.*

### Developing Merit Guidelines...

	Pay			
	Low	High		
	Quantiles			
	1	2	3	4
High	6%	5%	4%	3%
	5%	4%	3%	2%
Performance	4%	3%	2%	0
Low	3%	2%	0	0

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*Lower paid ee's who perform well will be accelerated faster to get them to the MID.*

*Higher paid ee's are increased less to keep them from hitting the MAX.*

**What happens when pay doesn't  
mirror performance?**

- Bad ee's stay
- Good ee's leave
- 

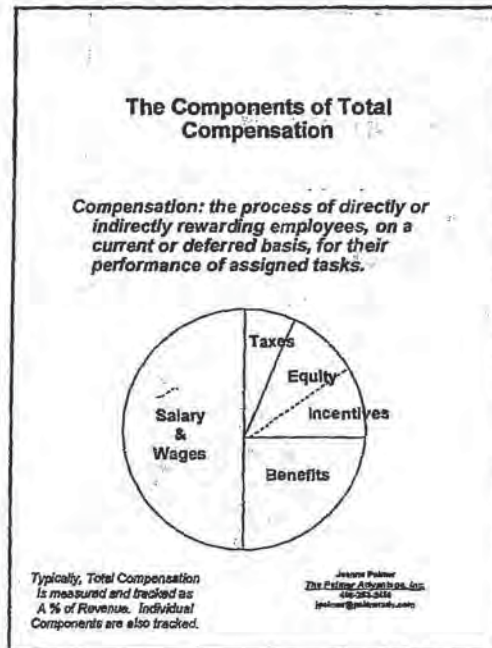
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**Recognizing & Paying for  
Performance Requires:**

- Clear understanding of job requirements & job expectations
  - by those doing the rating
  - by those being rated
- Ultimate purpose is to direct efforts of employees toward achievement of organization objectives
- Pay delivery systems tie it all together
  - Evolve from company objectives
  - Allow competitiveness
  - Recognize individual contributions

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**What is an Incentive?**

...any form of variable compensation.


...“Any form of compensation designed to motivate (or, provide incentive for) employees to produce specified outputs or behave in a specified way, and to reward them for having done so.”<sup>1a</sup>

\*American Compensation Association

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**Some Types of Incentives**

- Bonus
- Cash Profit Sharing
- Recognition Awards & Spot Bonuses
- Commissions
- Long-Term



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**Setting the Parameters –  
5 Key Questions**

- Who should participate?
- How much should participants earn?
- For what performance?
- When should they be rewarded?
- How should the reward be delivered?

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*The closer you get  
the reward to the  
behavior, the more  
of an incentive it is.*

7-7-20

Company AND individual must reach goal to get target.

**Bonus**

- Short-Term
  - Typically paid annually
- Often expressed as % of base salary
- Can be formal or discretionary

*Who should participate?*  
*How much should participants earn?*  
*For what performance?*  
*When should they be rewarded?*  
*How should the reward be delivered?*

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spread out bonus to gain retention value - you have to watch out for earned income obligations.

	Targets
Exec.	50 - 100%
Mgmt.	20 - 50%
Sr. I.C.	10 - 30%
Exempt	5 - 15%

**Cash Profit Sharing**

- Considered a short-term incentive
- Based on company performance
- Distributed quarterly, semi-annually or annually
- Usually expressed as % of base salary or % company profits
- Usually distributed as % of earnings for the period but there are other alternatives...

*Who should participate?*  
*How much should participants earn?*  
*For what performance?*  
*When should they be rewarded?*  
*How should the reward be delivered?*

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## Exercise #3: How would you solve this business problem?

Our company is doing okay -- \$100M in Revenue with 4.6% net profit, well below average (9-11%) for our industry. We also pay in the average range for our employees -- about the 50th percentile. If we could generate better results, our executive team say they would be willing to pay more -- we simply cannot afford to do so. We already have a profit sharing plan in place and, at this point in time, we do not feel it is working very well. Our investors are not happy with our results and, as a result, our stock is performing poorly. Although we have told employees there is a problem, they are still getting profit sharing checks -- small ones that they complain about.

- communicate
- scrap profit sharing
- spot bonuses by dept.
- recognition awards
- reevaluation for company-wide bonus by salary - investors

*Who should participate?*

*How much should participants earn?*

*For what performance?*

*When should they be rewarded?*

*How should the reward be delivered?*

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Usually cash  
Done quickly to  
tie to event

**Recognition Awards  
&  
Spot Bonuses**

- Recognition Awards
  - Cash
  - Stock
  - In-kind
- Spot Bonuses

*Who should participate?  
How much should participants earn?  
For what performance?  
When should they be rewarded?  
How should the reward be delivered?*

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Employee of the  
month  
- parking space  
- trip  
High value - low cost

**Commissions:  
Paid to employees directly  
responsible for generation of sales.**

*Important Considerations:*  
Volume  
Product Mix  
New accounts/territories

- Flat rate
- Quota
  - to 100%
  - 100%+
- Quota with threshold (minimum)
  - < 75% = 0
  - 76-100%
  - 101-125%
  - 125%+
- Kickers & Accelerators

*Who should participate?  
How much should participants earn?  
For what performance?  
When should they be rewarded?  
How should the reward be delivered?*

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Commissions are paid to  
people who are directly  
responsible for generating  
revenue.



**Long-Term**

- **Bonuses**
  - Qualified deferred
  - Non-qualified deferred
- **Stock**
  - Grants
  - Options
  - SARs
  - Phantom

*Who should participate?  
How much should participants earn?  
For what performance?  
When should they be rewarded?  
How should the reward be delivered?*

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*Avoids tax for now,  
but not 401(k)*

**Stock Option**

...an option to buy a number of  
shares of a company's stock at a  
fixed price at some future date.

**Purpose:**

- Employee ownership of stock links or aligns employee expectations and goals with those of the shareholders.
- Since options are to buy stock in the company in the future; the employee must stay with the company in order to buy the stock -- retention value.

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*Good for retention  
if stock is going up.*

#### **Purpose**

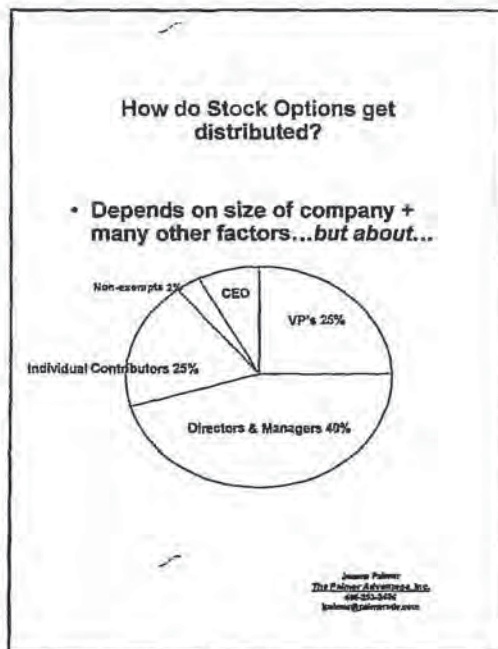
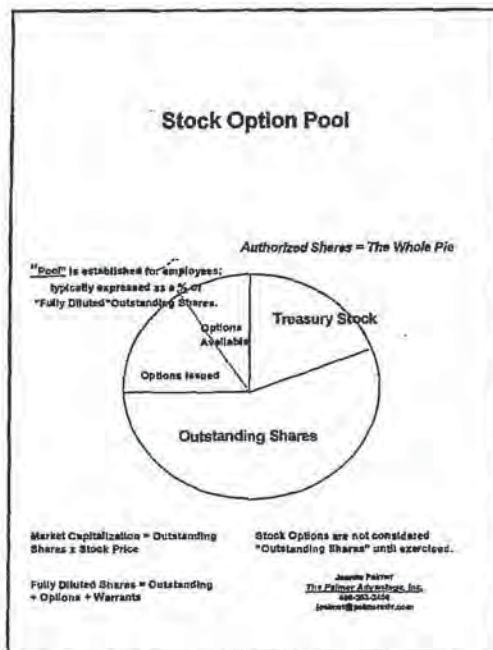
- Employee ownership of stock links or aligns employee expectations and goals with those of the shareholders.
- Since options are to buy stock in the company in the future; the employee must stay with the company in order to buy the stock -- retention value.

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#### **Private or Public**

- Private: no public market for the stock -- employee cannot sell.
- IPO (Initial Public Offering): the first time a company enters the public market; stock becomes liquid or salable.
- Public: stock can be sold at any time on the public market.

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## 2 Primary Types

- Non- Qualified (NQ)
- Incentive Stock Option (ISO)

### Primary difference between NQ & ISO: Tax Treatment

- NQ is treated as a taxable event the day the stock is purchased. Employee owes tax upon purchase whether or not s/he sells the stock and the company can take a tax deduction for the value of the stock when the employee buys it. Can be issued to employees, consultants and members of the board of directors.
- ISO is treated as a taxable event the day the employee sells the stock. Employee can purchase and hold and not pay tax until sold. The company, therefore, cannot take a tax deduction for the value of the stock until the employee sells it. Can only be issued to employees.

Other forms of stock, less commonly used, include stock grants (grts), restricted stock, phantom stock, etc.

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## Stock Option Agreement

- Legal document covering details such as:

- Term: typically 10 years...only if you stay with the company. If you leave, typically term ends either on the last day of employment or 90 days/3 months later (depending on the plan and the agreement).
- Price
- Vesting
- Disability, death, etc.



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### Price

- Stock Options are priced at the "Fair Market Value" (FMV) on the date of the grant.
- The FMV for public stock is the price on the open market or stock exchange. The FMV for private stock is set by the Board of Directors.
- The value to the employee is that, with a bit of luck and some hard work, the shares will be worth more when the employee sells them at some future date.



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### Vesting...some future date

- "Vested" shares are those that the employee has a right to buy; "Unvested" shares they will have a right to buy at a future specified date if they stay with the company.
- Typically an employee is given a "stock option grant" upon hire. The "grant date" for new hires is typically the date of hire. It could be the date approved by the Board of Directors.
- If an employee receives additional grants after hire, the "grant date" is typically the date approved by the Board of Directors.
- "Stock Options Grants" are contingent upon approval of the Board of Directors. Most of the time this is a rubber stamp but legally only the Board of Directors can give away or sell the stock (or pieces of ownership) of the company.

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**Vesting....typical**

- 4 years (occasionally 3 or 5 years); Granted 1/1/94;
- 25% vested on the first anniversary of the "grant date".
- Monthly thereafter

NOTE: Not always a cliff vest; some companies vest monthly from 1st day.

Granted 10,000 Shares on 1-1-94:

NOTE: 10-yr life ends 12/31/2003.

1-1-95	1-1-96	1-1-97	1-1-98
2500	2500	2500	2500

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**Refresh or Evergreen**

- Some companies give grants upon hire and rarely afterwards.
- Some companies give grants upon hire and based on performance or some event afterwards - discretionary.
- Some companies give grants on a regular basis to assure employees always have an adequate pool of unvested stock. This creates "walk-away value" which can make it difficult for an employee to leave the company because s/he must leave unvested stock behind.

Granted 10,000 Shares on 1-1-94; 5,000 each year thereafter:

1-1-94	1-1-95	1-1-96	1-1-97	1-1-98	1-1-99	1-1-00	1-1-01
2500	2500	2500	2500				
	1250	1250	1250	1250			
		1250	1250	1250	1250		
			1250	1250	1250	1250	
				1250	1250	1250	1250

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### Exercise means "Buy"

- Most employees buy and sell the same day...usually can only be done in a public company.
- Some employees buy and hold stock...to meet Capital Gains tax requirements.
- If an employee leaves the company, s/he must exercise or buy the stock or lose it...typically within 90 days/3 months of leaving.
  - Private:
    - » must buy but nowhere to sell.
    - » If NQ, you may owe taxes upon buying and have nowhere to sell.
    - » sometimes, if company agrees, you can buy shares and sell some back to cover tax liability.
  - Public: can buy and sell same day.

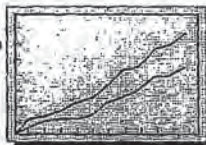
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### Executive Compensation

...Doing the "right" things.

#### Components:

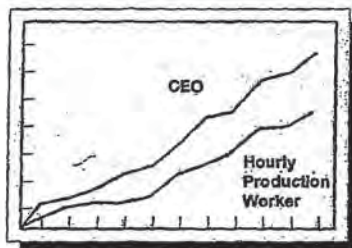
- Base
- Bonus (Short-term)
- Long-term (Cash or Equity)
- Benefits
- Golden Parachutes



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**Why all the flap over Executive Pay?**



The Trust Gap, Fortune Magazine, December 4, 1999

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**What are the primary criteria determining executive compensation?**



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### Situational Aspects

- Stage of development
- Company financial condition - Risk
- Promotion from inside
- What's needed to attract caliber necessary
- Internal equity

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### Exercise: So how much money are we talking about?

Revenue: \_\_\_\_\_ Profit \$: \_\_\_\_\_ Profit %/Revenue: \_\_\_\_\_

- Base: \$
- Bonus:
- Other Cash: \_\_\_\_\_
- Total Cash: \$

- Equity:
  - Beneficial Ownership
  - Stock Options
    - » Vested
    - » Unvested
  - New Stock Option Grants
  - Restricted Stock
  - SARs (Stock Appreciation Rights)

\$

Today's Price - Grant Price x #shares = \$

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## Exercise: So how much money are we talking about?

Revenue: Redacted Profit \$: Redacted Profit %/Revenue:       

- Base: \$
- Bonus:
- Other Cash:
- Total Cash: \$

- Equity:
  - Beneficial Ownership
  - Stock Options
    - » Vested
    - » Unvested
  - New Stock Option Grants
  - Restricted Stock
  - SARs (Stock Appreciation Rights)

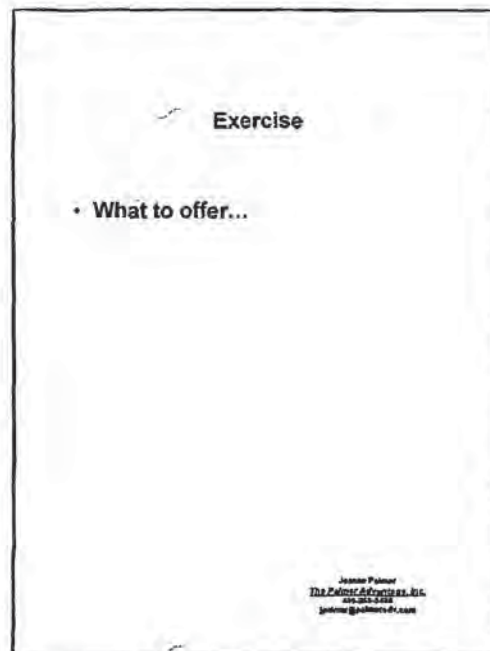
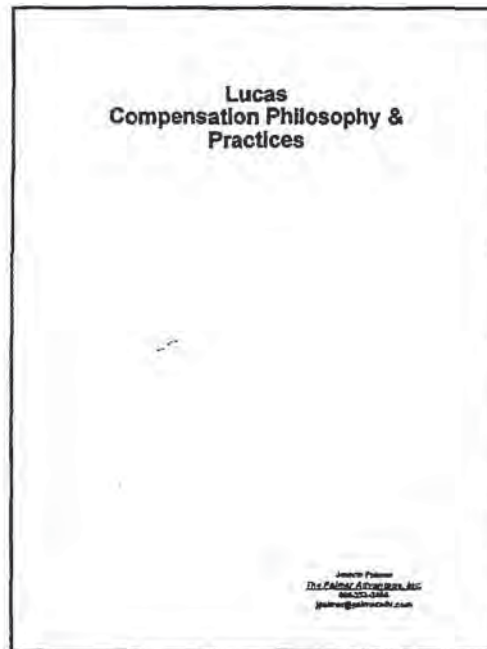
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\$                       
Redacted

***Today's Price – Grant Price x #shares = \$***

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## *Purpose of Project*

- Formalize current practices
- Provide Managers with greater flexibility in rewarding employees
- Reflect market conditions
- Demonstrate commitment to career growth within LDL
- Ensure equity across functions  
Union/Non-Union positions within company

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## *Creating the Program*

- Created steering committee of high-level managers:  
(Alan Keith, Patty Blau, Gail Currey)
- Developed Compensation Philosophy and Strategy
- Review current structure, job descriptions, and incumbents
- Utilized salary surveys to match positions to market
- Developed recommendations for new salary structure and job placements

9/5/93



## *Creating the Structure*

- Created job progression levels
- Reviewed with managers where current positions should be placed
- Reviewed current salaries of non-union employees
- Created salary structure
- Placed positions according to market, current salary and equity across functions

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## **Job Progression Levels**

- Created job progression matrix  
Reflect job levels and career progression
- Entry/Intermediate/Senior/Lead
- Not all job families use all four levels

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## *Salary Surveys*

Currently use the following surveys for comparative market data:

- Radford
- SC/CHIPS
- Specialized Computer Graphics and Entertainment Industry surveys

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## *Salary Grades*

- Currently have 22 grades  
Recommendation- reduce to 16 grades
- Create broader bands
- Increase grade differentials

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## FUNCTION: ADMINISTRATION/PRODUCTION/DIG TECHNOLOGIES

## CATEGORY: MANAGEMENT

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	LEVEL I - SUPERVISOR	LEVEL II - MANAGER	LEVEL III - SR. MANAGER	LEVEL IV - DIRECTOR
Scope	Receives assignments in the form of objectives with goals and process to meet goals outlined. Provides guidance to subordinates according to established policies and management guidance. Administers company policies that directly affect subordinate employees. Recommends changes to unit policies. Work is reviewed by management to measure meeting of objectives.	Receives assignments in the form of objectives and establishes goals to meet objectives. Provides guidance to subordinates to achieve goals in accordance with established policies. Establishes and recommends changes to policies which effect subordinate unit(s). Work is reviewed and measured based on meeting objectives and schedules.	Establishes operational objectives and assignments. Delegates assignments to subordinate managers. Involved in developing, modifying and executing company policies which affect immediate operation(s) and may also have company-wide effect. Objectives are reviewed by senior management to determine success of operation.	Participates with other senior management to establish strategic plans and objectives. Makes final decision(s) on administrative or operational matters and ensures operations' effective achievement of objectives.
Complexity	Works on problems of moderate scope where analysis of situation or data requires review of identifiable factors. Exercises judgment within defined procedures and policies to determine appropriate action. Acts as advisor to unit, becomes actively involved as required to meet schedules or resolve problems. May research and make recommendations regarding equipment needs and budget for operating unit.	Works on problems of diverse scope where analysis of situation or data requires evaluation of identifiable factors. Exercises judgment within generally defined practices and policies in selecting methods and techniques for obtaining solutions. Acts as advisor to subordinate(s) to meet schedules and/or resolve technical problems. Develops and administers budgets, schedules, and performance requirements.	Works on complex problems where analysis of situations or data requires an in-depth evaluation of various factors. Exercises judgment within broadly defined practices and policies in selecting methods, techniques and evaluation criteria for obtaining results. Ensures budgets, schedules, and performance requirements are met.	Works on extremely complex problems where analysis of situations or data requires an evaluation of intangible factors. Exercises judgment in developing methods, techniques and evaluation criteria for obtaining results. Ensures budgets and schedules meet corporate requirements.



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	LEVEL I - SUPERVISOR	LEVEL II - MANAGER	LEVEL III - SR. MANAGER	LEVEL IV - DIRECTOR
<b>Supervision/ Discretion</b>	Provides immediate or general supervision over a work group or unit. Reviews, checks work and resolves problems using standard procedures.  Erroneous decisions or failure to achieve results will cause delays in schedules.	Manages and coordinates the activities of a section or department with responsibility for results in terms of costs, methods and personnel.  Erroneous decisions or failure to achieve goals results in additional costs and personnel, and serious delays in overall schedules.	Manages and coordinates the activities of more than one section or department through subordinate managers who exercise full supervision over their section/department in terms of costs, methods and personnel.  Erroneous decisions will result in critical delay(s) in schedules and/or unit operations and may jeopardize overall business activities.	Directs and controls the activities of a functional area through several department managers with overall responsibility for planning, budgeting, implementing and maintaining costs, methods and personnel.  Erroneous decisions will have a serious impact on the overall success of functional, divisional, or company operations.
<b>Interaction</b>	Interacts daily with subordinates, and frequently with outside customers, and functional peer groups at various management levels. Interaction normally requires the ability to gain cooperation of others, and on a limited basis conducting presentations of technical information concerning specific projects/schedules, etc.	Frequently interacts with subordinate supervisors, customers, and functional peer group managers. Interacts with senior management on a limited basis. Interactions normally involve matters between functional areas, other company divisions or units, or customers requiring the ability to gain cooperation. Frequently conducts presentations of technical information concerning specific projects/schedules, etc.	Regularly interacts with senior management or executive levels on matters concerning several functional areas, divisions, and/or customers. Requires the ability to change the thinking of or gain acceptance of others in sensitive situations.	Regularly interacts with executives and/or major customers. Interactions normally involve controversial situations, customer negotiations, or influencing and persuading other senior level or executive management.
<b>Typical Background</b>	Bachelors degree or equivalent experience, plus 1 - 2 years of professional experience or formal training in the duties of the position, or equivalent education and experience. Prior supervisory or managerial experience highly desirable.	Bachelors degree or equivalent experience, plus 2 - 4 years of related professional experience, or equivalent education and experience. Prior managerial experience required.	Bachelors degree or equivalent experience, plus 3 or more years of related managerial experience required.	Bachelors degree or equivalent experience, plus 5 or more years of increasingly responsible managerial experience required.

Notes: Incorporate responsibility for specific ranges of operating budget authority based on ILM guidelines



## FUNCTION: ADMINISTRATION/PRODUCTION/DIG TECHNOLOGIES

CATEGORY: INDIVIDUAL CONTRIBUTOR/PROFESSIONAL				
	LEVEL I - ENTRY	LEVEL II - INTERMEDIATE	LEVEL III - SENIOR	LEVEL IV SPECIALIST
Scope/Complexity	Under immediate supervision and using established procedures, performs assigned tasks.  Follows standard practices and procedures in analyzing situations or data from which answers can be readily obtained.  Works on problems of limited scope. Work is routine and instructions are usually detailed.  May perform some administrative duties.  <i>Dig Tech - May assist higher level engineers or other professionals.</i>	Under minimal supervision, performs work that is varied and that may be somewhat difficult in character. Exercises judgment within defined procedures and practices to determine appropriate action.  Some evaluation or ingenuity is required such as drafting technical opinions to management.  Works on problems of moderate scope where analysis of situations or data requires a review of identifiable factors.  May perform limited administrative duties.  <i>Dig Tech - Work typically involves responsibility for a secondary project or a part of a major project.</i>	Under general supervision (confers with superior on unusual matters), has appreciable latitude for unreviewed action or decision making.  Frequently performs assignments which are broad in nature, usually requiring originality and ingenuity.  Works on problems of diverse scope where analysis of data requires evaluation of identifiable factors. Exercises judgment within generally defined practices and policies in selecting methods and techniques for obtaining solutions.  Typically does not perform administrative duties.  May be assisted by Entry or Intermediate Level personnel	Specialist/internal expert. This is a high level position, usually not part of a job family. There is no expectation that everyone should aspire to reach this level through normal progression.  Considered the Internal consultant in area of specialty.  May have program management responsibility.
Knowledge & Skills	Knows fundamental concepts, practices and procedures of particular field of specialization.  Develops and applies basic professional concepts while learning company policies/procedures to solve routine problems within area of specialization.  Possesses effective written and verbal communication skills.	Knows and applies (uses well) fundamental concepts, practices/procedures within area of specialization.  Uses professional concepts and company policies and procedures to solve a variety of problems.  Possesses effective written and verbal communication skills.	Possesses and applies a broad knowledge of principles, practices, and procedures of area of specialization for completion of difficult assignments in imaginative and practical ways in concert with company policies and procedures.  This is typically the highest level within the job family. Progression to the next level requires highly specialized expertise.	Requires highly specialized expertise (considered the internal consultant in area of specialty).

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	<b>LEVEL I - ENTRY</b>	<b>LEVEL II - INTERMEDIATE</b>	<b>LEVEL III - SENIOR</b>	<b>LEVEL IV SPECIALIST</b>
<b>Supervision/ Discretion</b>	Normally receives detailed instructions on all work. Works under close supervision, using established procedures to perform assigned tasks.  Usually reports to lead level or Manager	Normally receives general instructions on routine work, detailed instructions on new assignments. Works under minimal supervision.  Usually reports to lead level or Manager	Normally receives no instruction on routine work, general instructions on new assignments.  Works under general supervision.  Usually reports to lead level or Manager	May have program management responsibility.  Works toward achievement of broad objectives. Usually reports to Manager or Director
<b>Typical Background</b>	Bachelors degree or equivalent exp., plus 0 - 2 year of professional experience or formal training in the duties of the position, or equivalent education and experience.  Bachelors + 0-2 years experience	Bachelors degree or equivalent experience, plus 2 - 5 years professional experience, or equivalent education and experience  May be entry level for employee with Masters Degree  (In some specializations or technologies, the experience requirement may be less.)	5 - 8 years experience in position, or equivalent education and experience  Bachelors + 4-6 years experience Masters + 2-4 years experience Doctorate + 0-2 years experience  (In some specializations or technologies, the experience requirement may be less.)	10+ years experience in position, or equivalent education and experience  Bachelors + 10 years experience, Masters + 6 years experience Doctorate + 4-6 years experience  (Experience is less important than is the required peer or supervisory review and acknowledged level of subject matter expertise.)
<b>Job Titting Examples</b>				



## FUNCTION: DIGITAL TECHNOLOGY

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CATEGORY: TECHNICIAN			
	LEVEL I - ENTRY	LEVEL II - INTERMEDIATE	LEVEL III - SENIOR
<b>Scope/Complexity</b>	Under close supervision, performs standardized duties and tasks. May perform more advanced functions as part of training and development.  Resolves routine questions and problems using established procedures, and refers more complex issues to higher levels.	Under limited supervision, knows and applies fundamental skill sets required for duties and tasks that are frequently nonroutine using company's established procedures and policies.  Performs routine tasks independently. Resolves most questions and problems within own area of specialization, and refers only most complex issues to higher levels.  Applies advanced skills to the assigned position, and assists with other tasks in functional area.	Under general supervision, works on wide range of difficult activities and tasks using company's established procedures and policies.  Variable type of job. Adapts procedures, processes and techniques as necessary to meet the more complex requirements of the position.  Applies mastery of skills to the assigned position, and assists with other tasks in functional area. Serves as a resource to others in the resolution of complex problems and issues.  Consults with higher levels on very complex problems and issues.
<b>Knowledge &amp; Skills</b>	Acquires and applies basic skills and develops advanced skills in procedures, techniques, tools, materials and/or equipment appropriate to area of specialization such as routine equipment repair, basic PC installation, basic software applications, maintain inventories, track/log hardware, diagnose simple system problems, etc.  In some positions, this may be an entry level position for an individual with higher knowledge/skill level while acquiring specialized industry experience and familiarity with company policies, procedures, products and culture in order to transition into area of specialization.	Applies advanced skills according to company policies and procedures to complete a variety of tasks in area of specialization. May adapt procedures, techniques, tools, materials and/or equipment to meet special needs.  Ability to recognize deviation from accepted practice is required.  In some positions, this may be an entry level position for an individual with higher knowledge/skill level while acquiring specialized industry experience and familiarity with company policies, procedures, products and culture in order to transition into area of specialization	Applies mastery of skills on assignments that are moderately complex in nature. Adapts procedures, processes and techniques to accomplish the requirements of the position. Has acquired a high degree of expertise in own area of specialization.

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	LEVEL I - ENTRY	LEVEL II - INTERMEDIATE	LEVEL III - SENIOR
<b>Supervision/Discretion</b>	Works under direct or close supervision. Detailed instruction is provided on all tasks and work is closely checked by supervision.	Works under limited supervision. Receives general instruction on routine work, and detailed instruction on new assignments. Work is subject to supervisory review.	Works under general supervision. Relies on experience and judgment to plan and accomplish assigned tasks and goals. Work is only spot checked. May assist in orientation and training of lower level personnel.
<b>Background</b>	Minimum of high school diploma plus relevant specialty course.  In positions used for specialty/company orientation a relevant college degree (e.g. B.A. in Film Production) or equivalent may be required.  0 - 2 years experience in area of specialization.	General knowledge equivalent to high school diploma plus two years of technical or trade school training.  In positions used for specialty/company orientation a relevant college degree (e.g. B.A. in Film Production) or equivalent may be required.  2 - 4 years experience in area of specialization.	General knowledge equivalent to two years of college, plus specialty training. College degree preferred.  5 or more years of experience in area of specialization.



**FUNCTION: DIGITAL TECHNOLOGY**  
**CATEGORY: TECHNICIAN**

<b>LEVEL IV - LEAD</b>	
<b>Scope/Complexity</b>	<p>Under general supervision, provides guidance and direction to small group of task-oriented employees in terms of scheduling assignments and resolving a wide range of problems and issues.</p> <p>Works on assignments equivalent to the senior level in job family. Much or most of time may be spent performing tasks of the type as the work group; however, primary focus is on immediate direction to the work group, assigning and checking their work at intervals. Plans and assigns personnel for given assignments or tasks.</p> <p>No responsibility for initiating employment and termination decisions, layoffs, promotions, salary increases or other personnel activities normally associated with supervisory status.</p> <p>Applies advanced skills of the position in a lead role. Adapts procedures, processes and techniques to accomplish requirements of the position.</p> <p>Applies leadership skills to direct and prioritize group activities. Provides guidance to other non-exempt personnel in terms of training, problem solving, and scheduling work assignments.</p> <p>Must have excellent verbal and written communication skills.</p>
<b>Knowledge &amp; Skills</b>	

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<b>Supervision/ Discretion</b>	<p align="center"><b>LEVEL IV-LEAD</b></p> <p>Provides leadership and direction to other employees in a work group, assigning and checking work at intervals. No responsibility for hiring/firing/layoffs/promotion-type decisions. May provide feedback to supervision/management.</p> <p>Relies on experience and judgment to plan and accomplish assigned tasks and goals while providing guidance to other employees to achieve tasks according to established procedures and policies. Reviews progress with supervision/management.</p>
<b>Background</b>	<p>Responsible for orientation and training of subordinate employees.</p> <p>Typically 2 or more years in area of specialization.</p> <p>General knowledge equivalent to two or more years of college or equivalent to senior level of group supervised.</p>

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## FUNCTION: ADMINISTRATION/PRODUCTION/DIG TECHNOLOGIES

## CATEGORY: ADMINISTRATIVE SUPPORT

	LEVEL I - ENTRY	LEVEL II - INTERMEDIATE	LEVEL III - SENIOR
<b>Scope/Complexity</b>	<p>Under close supervision, performs routine/repetitive tasks with standardized procedures in place.</p> <p>Must be able to understand and follow written and/or verbal directions for completing basic tasks within assigned functional area. Tasks may consist of compiling simple data, running errands, posting minor records, filing, answering phones, making copies, etc. May operate general business machines such as copier, fax, personal computer keyboard, etc. Guidance is readily available from higher level staff members.</p> <p>Resolves routine questions and problems, makes minor decisions according to established procedure and refers more advanced questions/problems to higher levels.</p>	<p>Under limited supervision, knows and applies fundamental skill sets required for assigned position using established procedures and policies.</p> <p>Performs routine tasks independently resolving most questions and problems pertaining to own area of specialization.</p> <p>Works on assignments that are routine and non-routine, resolving most questions and problems independently, referring more complex issues to higher levels.</p> <p>May adapt procedures, processes and techniques to meet the more complex requirements of the position. Applies some advanced skills to the assigned position, and assists with other tasks in functional area.</p> <p>Resolves most issues and refers complex questions to higher levels.</p>	<p>Under general supervision, works on wide range of difficult activities and tasks using established procedures and policies.</p> <p>Adapts procedures, processes and techniques to meet the more complex requirements of the position. Applies advanced skills to the assigned position, and assists with other tasks in functional area.</p> <p>Serves as a resource to others in the department.</p> <p>Consults with higher levels on very complex problems and issues.</p>



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	LEVEL I - ENTRY	LEVEL II - INTERMEDIATE	LEVEL III - SENIOR
<b>Knowledge &amp; Skills</b>	<p>Acquires and applies basic skills necessary to perform tasks within established company policies and procedures. Ability to listen carefully and follow directions. Basic reading, writing and mathematical ability required equivalent to those obtained from completion of high school or commensurate experience. Basic ability to operate personal computer.</p> <p>In some positions, this may be an entry level position for an individual with higher knowledge/skill level while acquiring specialized industry experience and familiarity with company policies, procedures, products and culture in order to transition into area of specialization.</p>	<p>Applies basic job skills and develops advanced skills to perform a variety of tasks in area of specialization and within company policies and procedures. Ability to recognize deviation from accepted practice is required.</p> <p>In some positions, this may be an entry level position for an individual with higher knowledge/skill level while acquiring specialized industry experience and familiarity with company policies, procedures, products and culture in order to transition into area of specialization</p>	<p>Applies advanced skills on assignments that are moderately complex in nature. Adapts procedures, processes and techniques to accomplish the requirements of the position. Has acquired a high degree of expertise in own area of specialization.</p>
<b>Supervision/ Discretion</b>	<p>Works under direct or close supervision</p> <p>Detailed instruction is provided on all tasks and work is closely checked by supervision.</p>	<p>Works under limited supervision</p> <p>Receives general instruction on routine work, and detailed instruction on new assignments.</p>	<p>Works under general supervision.</p> <p>Relies on experience and judgment to plan and accomplish assigned tasks and goals.</p> <p>May assist in orientation and training of lower level personnel.</p>
<b>Typical Background</b>	<p>Less than 2 years related experience.</p> <p>Minimum of high school diploma.</p> <p>In positions used for industry/company orientation a college degree (i.e. BA in Film Production) or equivalent may be required.</p>	<p>2 - 4 years related experience.</p> <p>General knowledge equivalent to high school diploma plus two years of technical or trade school training.</p> <p>In positions used for industry/company orientation a college degree (i.e. BA in Film Production) or equivalent may be required.</p>	<p>4 - 5 or more years of related experience.</p> <p>General knowledge equivalent to two years of college. College degree preferred.</p>

**FUNCTION: ADMINISTRATION/PRODUCTION/DIG TECHNOLOGIES****CATEGORY: ADMINISTRATIVE SUPPORT**

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<b>Scope/Complexity</b>	<b>LEVEL IV - LEAD</b>
	<p>Under general supervision, provides guidance and direction to small group of task-oriented employees in terms of scheduling assignments and resolving a wide range of problems and issues.</p> <p>Works on assignments equivalent to the senior level in job family. Much or most of time may be spent performing tasks of the type as the work group; however, primary focus is on immediate direction to the work group, assigning and checking their work at intervals. Plans and assigns personnel for given assignments or tasks.</p> <p>No responsibility for initiating employment and termination decisions, layoffs, promotions, salary increases or other personnel activities normally associated with supervisory status.</p>
<b>Knowledge &amp; Skills</b>	<p>Applies advanced skills of the position in a lead role. Adapts procedures, processes and techniques to accomplish requirements of the position.</p> <p>Applies leadership skills to direct and prioritize group activities. Provides guidance to other non-exempt personnel in terms of training, problem solving, and scheduling work assignments.</p> <p>Must have excellent verbal and written communication skills.</p>



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<b>LEVEL IV - LEAD</b>	
<b>Supervision/ Discretion</b>	<p>Provides leadership and direction to other employees in a work group, assigning and checking work at intervals. No responsibility for hiring/firing/layoffs/promotion-type decisions. May provide feedback to supervision/management.</p> <p>Relies on experience and judgment to plan and accomplish assigned tasks and goals while providing guidance to other employees to achieve tasks according to established procedures and policies. Reviews progress with supervision/management.</p>
<b>Background</b>	<p>Responsible for orientation and training of subordinate employees.</p> <p>Typically 2 or more years in area of specialization.</p> <p>General knowledge equivalent to two or more years of college, or equivalent to senior level of group supervised.</p>

## **INDUSTRIAL LIGHT + MAGIC COMPENSATION PHILOSOPHY**

### **OVERALL COMPENSATION PHILOSOPHY**

Our overall compensation philosophy is to attract and retain top notch and developing talent by combining cash compensation and career opportunity within a highly creative and special working environment. We are committed to building and motivating a team of effective employees who share our values, high standards and integrity. Our goal is to instill awareness, understanding and value to all levels of employees regarding their total compensation package (which includes workplace opportunities, Company provided benefits, as well as pay), while balancing the need to operate within a competitive market pricing structure.

- Our total compensation and benefits package is a balance of opportunity for individual advancement and growth of knowledge, skills and abilities as well as direct pay.
- We offer challenges, opportunities, rewards, and personal development in an informal, apolitical, fast-paced, environment.
- We often recruit unproven talent at rates somewhat below market who progress to average market pay level as we groom and mold their expertise, providing growth opportunities within the organization.
- At times the market requires that we identify and respond to external demand pressures for "hot jobs" that are critical to the success of the organization, paying recruitment/retention rates at or above market.
- We seek to maintain overall parity with Union scale for similar non-union positions, providing some non-direct cash offsets (variable pay, special recognition programs, training and development opportunities, benefits and perquisites).
- We acknowledge an extremely competitive labor market for technology positions in a specialty area where new skill sets are constantly required to keep pace with rapidly evolving technology, and will require a more aggressive compensation package for identified positions.
- Exceptional performance and productivity is rewarded through a combination of efforts including competitive pay levels, opportunities for advancement and/or short-term incentives.

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## INDUSTRIAL LIGHT + MAGIC COMPENSATION PHILOSOPHY

### INCENTIVES

Short-term incentives (incentive plans of a year or less in duration) will be used to augment the base compensation program. Lucas Digital, Ltd., LLC will focus on three types of Short-term incentive plans.

The first plan is designed to reward successful completion of divisional and company goals on an annual basis. Bonuses will be determined after assessing divisional and overall company performance. If the Company meets less than 85% of its goals for the year, no bonus awards will be paid out for the year.

The second plan is an annual plan for Senior Managers as well as identified key contributors (including Managers/Producers) based on a combination of overall company performance and attainment of financial and non-financial objectives. For these key contributors, this incentive-based pay is intended to focus on key objectives driving the organization.

The third type of Short-term incentive plan is at the discretion of Senior Management to reward exceptional performance at the staff levels.

- Short-term incentives will be used to reward employees for sustained high levels of performance for the purpose of retaining valuable talent.
- Incentives may be paid on the basis of individual or team efforts.
- Incentives may also be non-monetary rewards that reflect the excellent performance of an individual/team. These non-monetary rewards need to be special and seen as a unique recognition award. Non-monetary awards require Senior Management approval and need to be part of the manager's operating budget.

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Lucas Digital Ltd.									
2000 Salary Ranges									
4/00 - 3/01									
(hourly rates based on a 40 hr week)									
Jobs Types	Range	Min	Market	Max	Spread	Diff Market			
Entry Adm	1	\$19,800	\$25,250	\$30,700	55%				
Int Adm	2	\$9.52	\$12.14	\$14.76					
		\$22,800	\$29,450	\$36,100	58%	17%			
		\$10.96	\$14.16	\$17.36					
Inv/Sr Adm	3	\$27,300	\$35,150	\$43,000	58%	19%			
		\$13.13	\$16.90	\$20.67					
Sr Adm	4	\$32,300	\$41,950	\$51,600	60%	19%			
		\$15.53	\$20.17	\$24.81					
Lead Adm	5	\$38,300	\$50,100	\$61,900	62%	19%			
		\$18.41	\$24.09	\$29.76					
Entry Tech Prof	6	\$45,400	\$59,500	\$73,600	62%	19%			
Int Tech Prof	7	\$21.83	\$28.61	\$35.38					
		\$53,400	\$71,000	\$88,600	66%	19%			
		\$25.67	\$34.13	\$42.60					
Sr Tech Prof	8	\$63,800	\$85,000	\$106,200	66%	20%			
		\$30.67	\$40.87	\$51.06					
Lead Tech Prof	9	\$73,900	\$101,950	\$130,000	76%	20%			
		\$35.53	\$49.01	\$62.50					
	10	\$92,400	\$127,450	\$162,500	76%	25%			
		\$44.42	\$61.27	\$78.13					
	11								
	12								
	13								
	14								

2001 - 4% increase across the board effective Apr. 1



## **Job Grading**

- Start with Job Description
- Refine/Clarify Description
- Determine FLSA Status – Exempt/NonExempt
- Job Match to Salary Survey Data
- Internal Equity/Factors

25056

First Draft

**Lucas Digital Limited, LLC  
Job Description**

Title: Helpdesk Frontline Support Technician – Level I  
Date: November 4, 2000  
Division: Industrial Light + Magic  
Department: Production Engineering  
Status: Non-Exempt, Non-Union, 45 hrs/wk Job Code: 874-11  
Reports To: Helpdesk Manager  
Direct Reports: None

Summary:

Frontline support. Fields and manages all phone and email inquiries directed to the helpdesk.

Principal Duties and Responsibilities:

- Takes and documents incoming problem reports.
- Contacts users to work towards resolving incidents.
- Develops and maintains positive customer relations.
- Performs problem diagnosis, analyzes data and problems, and provides workaround/solution if available.
- Coordinates with team members to ensure employee requests are handled appropriately and in a timely manner - the tech owns this process.
- Prioritizes tasks and manages escalation.
- Resolves incidents so that users are satisfied in a timely manner.
- Determines the status of repairs, replacements, delivery schedules, etc.
- May answer non-technical questions.
- Assists in the maintenance of call center software.
- Adds information to software knowledge base, writes documentation and documents procedures.
- Other duties and responsibilities added as needed.

Education, Experience and Skills Required:

- Must have proven communication skills, both written and verbal.
- Computer Science degree preferred. Two years related work experience required. Experience involving customer contact required.
- Knowledge of various computer hardware and software products. Familiarity with hardware/software components and terminology.
- Strong computer skills required preferably Mac, PC and UNIX.
- Must be detail oriented, highly organized and able to handle a variety of tasks in an efficient manner.
- Must have excellent communication skills, enjoy working with people and be service oriented.
- MCP or MCSE certifications a plus.
- Proactive, high energy, optimistic.
- Ability to move boxes weighing up to 50 lbs.

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Final Draft

**Lucas Digital Limited, LLC**  
**Job Description**

Title: Helpdesk Frontline Support Technician – Level I  
 Date: November 4, 2000  
 Division: Industrial Light + Magic  
 Department: Production Engineering  
 Status: Non-Exempt, Non-Union, 45 hrs/wk      Job Code: 874-04  
 Reports To: Helpdesk Manager  
 Direct Reports: None

**Summary:**

Fields and manages all internal phone and e-mail inquiries and requests as they relate to the maintenance and operation of personal computers and related systems. Troubleshoots and diagnoses hardware and software problems for the Mac, PC and UNIX platforms.

**Principal Duties and Responsibilities:**

- Screens, refers and diagnoses user problems via phone and e-mail inquiries. Analyzes data and problems, and provides workaround/solution if available. Documents issues using an internal tracking system.
- Develops and maintains positive customer relations. Resolves incidents so that users are satisfied in a timely manner.
- Coordinates with team members to ensure employee requests are handled appropriately and in a timely manner - the tech owns this process.
- Prioritizes tasks and manages escalation.
- Determines the status of repairs, replacements, delivery schedules, etc.
- May be called upon to answer non-technical questions including appropriate company contacts and administrative procedures.
- Assists in the maintenance of call center software.
- Adds information to software knowledge base, writes documentation and documents procedures.
- Other duties and responsibilities added as needed.

**Education, Experience and Skills Required:**

- Computer Science degree preferred plus two years related work experience required. Experience involving customer contact/service required.
- Strong computer skills required, preferably with Mac, PC and UNIX platforms. Knowledge of various computer hardware and software products required. Familiarity with hardware/software components and terminology.
- Must have proven communication skills, both written and verbal.
- Must be detail oriented, highly organized and able to handle a variety of tasks in an efficient manner.
- Must have excellent communication skills, enjoy working with people and be service oriented.
- MCP or MCSE certifications a plus.
- Proactive, high energy, optimistic.
- Ability to move boxes weighing up to 50 lbs.

959.58

Review/Approvals:

\_\_\_\_\_  
Manager Name

\_\_\_\_\_  
Signature

\_\_\_\_\_  
Date

\_\_\_\_\_  
Human Resources

\_\_\_\_\_  
Signature

\_\_\_\_\_  
Date

\_\_\_\_\_  
Employee

\_\_\_\_\_  
Signature

\_\_\_\_\_  
Date

959.59

### Salary Comparison Worksheet

Employee: \_\_\_\_\_

Position: \_\_\_\_\_

Department: \_\_\_\_\_

Manager: \_\_\_\_\_

Date of Hire: \_\_\_\_\_

Current Salary: \_\_\_\_\_

Current Grade: \_\_\_\_\_ Min \_\_\_\_\_ Mid \_\_\_\_\_ Max \_\_\_\_\_

#### *External Sources:*

Source: \_\_\_\_\_ Date: \_\_\_\_\_

Position: \_\_\_\_\_

Level: \_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

Source: \_\_\_\_\_ Date: \_\_\_\_\_

Position: \_\_\_\_\_

Level: \_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

959.60



Internal Comparison: \_\_\_\_\_

\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

Other Relevant Info: \_\_\_\_\_

\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

Recommended Salary Grade: \_\_\_\_\_

Prepared By: \_\_\_\_\_

Date: \_\_\_\_\_

959.61



**Lucas Digital Limited  
Job Description**

Radford - Generic 4

Title: Administrative Assistant - Department Assistant  
 Date: November 22, 2000  
 Division: Industrial Light & Magic  
 Department: Creature Development  
 Status: Non-Exempt, Non-Union, 50 hours/week      Job Code: 858 -? 4  
 Reports To: Manager Creature Development  
 Direct Reports: None

**Summary:**

Under general supervision and acting on own initiative, performs secretarial and advanced support details to relieve and assist the department manager and line supervisors of administrative and clerical duties. Initiates tasks or processes to streamline operations of the department.

**Principal Duties and Responsibilities:**

- Performs support duties that assist the Creature Development Manager and various line supervisors in the day-to-day operations and administration of the following groups: Modelers, Viewpainters, and Envelopers. Composes and types correspondence, screens and routes phone calls, and schedules appointments, meetings for the manager. Edits and maintains department Intranet pages. Reviews and processes time cards.
- Assembles and tracks the budgets for department 858, producing monthly updates and maintaining past histories. Makes recommendations re line items.
- Tracks and updates status of various dept. personnel records including contracts, reviews and Visa/Green cards. Distributes, collects and assembles various forms/materials as needed.
- Maintains individual data bases on department personnel logging history of shots, training courses completed, vacations, overtime and overhead hours.
- Assists the manager in the organization, scheduling and tracking of recruiting prospects, candidates and new hires.
- Arranges and makes notifications of monthly and biweekly group meetings.
- Serves as a liaison between the Training department and Creature Development to ensure consistent and ongoing training for the various groups and that needs are being met.
- Coordinates department participation in conferences, presentations and recruiting ventures. Arranges and makes notifications of appointments and travel reservations/arrangements. Assists GC Recruiter with organizing department materials and booth staffing for recruiting trips.
- Responds to and assists department personnel with various miscellaneous requests.
- Follows up with other departments to insure that requests are carried out and information is coordinated.
- Coordinates all moves for department personnel with CG Ops and Maintenance.

**Education, Experience and Skills Required:**

- Excellent interpersonal and communication skills. Proven ability to interact effectively within department and across organization.
- Administrative and/or office experience supporting a manager. Film production background a plus.
- Must be computer literate on Mac with strong Word, Excel and Filemaker Pro skills. Proven ability to create, manage and administer databases relating to financials and productivity/efficiencies, etc.
- Excellent organizational skills. Ability to handle many tasks efficiently within a high pressure environment while meeting strict deadlines.

(continued)

- Must be a self-starter and detail oriented.
- Must maintain confidentiality.

Review/Approvals

\_\_\_\_\_  
Name

\_\_\_\_\_  
Manager

\_\_\_\_\_  
Date

\_\_\_\_\_  
Name

\_\_\_\_\_  
Human Resources

\_\_\_\_\_  
Date

\_\_\_\_\_  
Employee

\_\_\_\_\_  
Signature

\_\_\_\_\_  
Date

959.63



**RBSS**


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**RADFORD BENCHMARK SALARY SURVEY  
JOB DESCRIPTION**

<b>FUNCTIONAL:</b>	Finance and Administration	<b>CATEGORY:</b>	Nonexempt
<b>SUBFUNCTIONAL:</b>	Generic	<b>PUBLICATION DATE:</b>	January 1993
<b>SURVEY JOB CODE</b>	<b>SURVEY JOB TITLE</b>	<b>COMPANY JOB TITLE</b>	<b>COMPANY JOB CODE</b>
9901	Administrative Support - Generic 1	_____	_____
9902	Administrative Support - Generic 2	_____	_____
9903	Administrative Support - Generic 3	_____	_____
9904	Administrative Support - Generic 4	_____	_____

**PRIMARY RESPONSIBILITY**

Responsible for providing administrative and clerical support to relieve department managers or staff of administrative details. May take and deliver messages, provide information to callers, set up and maintain files, provide workers with office supplies, prepare and sort mail, perform typing assignments, proofread, and research and compile special reports. Operates automated office equipment. May be assigned in various functional areas of the company.

**LEVELING REQUIREMENTS****JOB LEVEL**

1. **ENTRY LEVEL:** Works on assignments that are routine in nature where limited judgment is required. Normally receives detailed instructions on all work. Requires reading, writing and basic arithmetic skills. Use of word processing equipment or spreadsheet applications may be required.
2. **INTERMEDIATE LEVEL:** Works on assignments that are semi-routine in nature where ability to recognize deviation from accepted practice is required. Normally receives general instructions on routine work, detailed instructions on new assignments. Requires a minimum of 1 to 2 years of general clerical experience, reading, writing, and basic arithmetic skills. Use of word processing equipment or spreadsheet applications may be required. Completion of a high school degree is preferred.
3. **SENIOR LEVEL:** Works on assignments that are moderately complex in nature where judgment is required in resolving problems and making routine recommendations. Normally receives no instruction on routine work, general instructions on new assignments. Requires clerical experience, reading, writing and basic arithmetic skills. Use of word processing equipment or spreadsheet applications may be required. Completion of a high school degree is preferred.
4. **HIGHLY SKILLED LEVEL:** Works on assignments that are complex in nature where considerable judgment and initiative are required in resolving problems and making recommendations. May determine methods and procedures on new assignments and may provide guidance to other nonexempt personnel. Requires advanced clerical experience, reading, writing and intermediate arithmetic skills, and the ability to use specialized equipment, read difficult instructions, and maintain written records. Completion of a high school degree is preferred.

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**RADFORD ASSOCIATES/A&ACG**


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9901 - 9904

595.64



## BENCHMARK SUMMARIES - NORTHERN CALIFORNIA

Survey Job Code	Survey Job Title	Simple Average		Salary Structures			Weighted Average		Incumbent Information				CFY Target Bonus		LFY Actual Bonus		Total Cash Comp	
		Companies Reported	Company Average \$	Average Company Minimum	Average Company Midpoint	Average Company Maximum	Employees Reported	Wtd Avg Employee Salary \$	Individual Incumbents Reported	75th Percentile	50th Percentile	25th Percentile	Individual Incumbents Reported	Individual Incumbents Average %	Individual Incumbents Reported	Individual Incumbents Actual \$	Individual Incumbents Reported	Individual Incumbents Average \$
9453	COMPUTER OPS SUPPORT 3	69	39,133	30,423	39,235	48,048	262	38,554	170	42,411	38,539	33,974	49	8.3	75	2,557	170	39,446
9454	COMPUTER OPS SUPPORT 4	17	43,998	32,241	41,733	51,225	60	43,582	47	47,507	42,561	38,000	27	10.2	25	4,155	47	45,639
9461	HELP DESK COORDINATOR 1	17	31,747	26,199	33,041	39,884	36	31,182	29	34,094	29,503	27,674	13	1.5	16	2,786	29	32,468
9462	HELP DESK COORDINATOR 2	34	34,724	28,665	36,798	44,952	79	35,056	69	39,052	35,000	30,563	19	6.7	19	2,071	69	35,779
9463	HELP DESK COORDINATOR 3	44	40,732	33,009	41,953	50,900	131	38,894	67	47,528	41,000	37,706	26	6.4	21	2,223	67	42,791
9471	NETWORK SYSTEMS TECH 1	7	34,734	29,699	38,135	46,571	22	33,041	18	35,688	31,507	27,914	8	1.0	9	3,456	18	35,019
9472	NETWORK SYSTEMS TECH 2	20	38,784	31,329	39,823	48,317	44	38,571	33	44,138	38,524	34,014	23	7.2	12	1,246	33	39,246
9473	NETWORK SYSTEMS TECH 3	18	44,671	34,530	43,838	53,146	74	44,219	64	51,728	43,216	35,910	32	5.1	28	2,507	64	45,435
9474	NETWORK SYSTEMS TECH 4	16	48,811	38,106	48,598	59,069	74	51,013	62	56,514	51,343	46,029	26	6.4	18	2,577	62	52,524
9475	NETWORK SYSTEMS TECH 5	6	57,905	45,904	56,946	67,988	22	57,596	22	61,854	58,462	51,456	18	6.6	18	4,183	22	61,018
9481	TELECOMM TECHNICIAN 1	4	27,049	22,618	29,088	35,559	4	27,049	1									26,100
9482	TELECOMM TECHNICIAN 2	24	40,638	32,890	41,905	50,921	61	37,731	38	46,368	32,400	27,318	4	6.3	16	1,760	38	36,683
9483	TELECOMM TECHNICIAN 3	31	44,210	33,680	42,747	51,814	72	43,036	21	46,198	41,468	37,440	7	5.0	11	3,119	21	42,826
9484	TELECOMM TECHNICIAN 4	32	48,570	36,321	47,550	58,578	74	48,171	51	53,160	45,760	40,407	20	7.3	37	3,337	51	50,212
9485	TELECOMM TECHNICIAN 5	7	47,851	35,900	48,000	60,100	11	48,156	9	47,350	45,012	42,200	4	1.0	4	5,867	9	50,556
9492	PC TECHNICIAN 2	30	33,501	27,832	34,769	41,686	50	33,312	28	36,546	31,964	30,561	9	4.4	9	1,102	28	34,205
9493	PC TECHNICIAN 3	32	40,863	32,552	40,757	48,902	169	41,133	58	44,164	41,285	37,196	27	5.9	31	2,375	58	42,503
9494	PC TECHNICIAN 4	46	47,842	37,078	47,115	57,153	147	51,032	97	61,530	54,000	43,505	56	6.1	66	5,061	97	55,875
9495	PC TECHNICIAN 5	24	51,755	40,485	51,972	63,458	64	51,090	46	56,568	51,022	46,644	20	5.4	21	3,208	46	53,483
9502	GRAPHIC ILLUSTRATOR 2	14	45,944	35,787	45,618	55,449	33	46,023	13	52,299	47,944	44,208	4	12.0	8	3,176	13	50,083
9503	GRAPHIC ILLUSTRATOR 3	37	23,146	19,016	23,616	28,216	129	23,014	63	24,389	21,840	20,363	15	7.5	18	1,828	63	22,761
9601	MAIL CLERK 1	73	26,480	21,157	26,470	31,782	173	25,926	121	30,028	25,302	21,622	31	4.9	32	1,503	121	26,257
9602	MAIL CLERK 2	121	24,416	19,609	24,440	29,271	228	24,014	161	26,791	24,669	21,666	56	6.7	44	1,883	161	24,963
9621	RECEPTIONIST/SWITCHBOARD 1	254	27,199	21,900	27,395	32,800	487	26,660	271	30,000	27,041	24,627	116	6.1	121	1,396	271	27,831
9622	RECEPTIONIST/SWITCHBOARD 2	19	25,870	20,467	25,630	30,792	50	25,404	20	27,663	25,854	23,230	3	5.1	10	1,263	20	26,122
9671	SECRETARY 1	59	30,774	24,112	30,388	36,664	246	31,289	148	34,164	32,044	29,032	61	4.9	78	1,965	148	32,742
9672	SECRETARY 2	87	35,522	27,623	35,414	43,205	1,068	35,010	521	39,262	36,358	32,434	160	6.0	290	2,030	521	37,072
9673	SECRETARY 3	75	41,086	31,328	40,379	49,439	1,161	41,020	807	45,000	41,392	36,421	351	9.7	509	2,864	807	42,708
9674	SECRETARY 4	17	43,417	33,256	42,836	52,417	36	44,450	23	49,296	43,148	40,643	10	3.8	17	3,018	23	47,242
9682	DESKTOP PUBLISHER 2	9	36,289	29,405	36,169	42,932	10	36,361	8	41,134	37,008	32,107	3	4.5	5	3,152	8	38,680
9683	DESKTOP PUBLISHER 3	17	43,417	33,256	42,836	52,417	36	44,450	23	49,296	43,148	40,643	10	3.8	17	3,018	23	47,242
9692	WORD PROC SUPPORT 2	2	29,088	22,974	29,651	36,327	14	27,527	14	27,866	27,212	27,030	1	4.8	2	1,562	14	27,531
9693	WORD PROC SUPPORT 3	8	40,214	27,712	35,922	44,132	53	34,584	48	36,228	34,023	30,983	3	3.9	9	2,974	48	34,060
9703	TRAVEL COORDINATOR 3	18	38,305	29,200	36,615	44,031	48	37,830	27	39,038	37,000	32,980	7	7.7	9	5,097	27	37,368
9704	TRAVEL COORDINATOR 4	6	39,724	33,122	41,942	50,763	12	38,534	12	42,423	38,414	36,093	1	3.0	3	5,097	12	39,809
9901	ADMIN SUPPORT-GENERIC 1	79	24,593	20,213	25,501	30,788	322	26,081	219	29,388	26,770	23,879	42	7.3	30	1,607	219	26,382
9902	ADMIN SUPPORT-GENERIC 2	190	29,088	23,175	29,428	35,680	1,341	29,035	875	32,552	30,010	26,749	162	4.9	143	1,232	875	29,826
9903	ADMIN SUPPORT-GENERIC 3	201	53,907	26,693	33,900	41,106	2,365	33,796	1,272	37,274	34,214	30,405	383	5.6	360	2,287	1,272	34,415

AON CONSULTING / RADFORD DIVISION

C-37

1999 RADFORD BENCHMARK SALARY SURVEY



# **BENCHMARK SUMMARIES - NORTHERN CALIFORNIA**

Survey Job Information		Simple Average		Salary Structures			Weighted Average		Incumbent Information				CFY Target Bonus		LFY Actual Bonus		Total Cash Comp	
Survey Job Code	Survey Job Title	Companies Reported	Company Average \$	Average Company Minimum	Average Company Midpoint	Average Company Maximum	Employees Reported	Wtd Avg Employee Salary \$	Individual Incumbents Reported	75th Percentile	50th Percentile	25th Percentile	Individual Incumbents Reported	Individual Incumbents Average %	Individual Incumbents Reported	Individual Incumbents Actual \$	Individual Incumbents Reported	Individual Incumbents Average \$
9904	ADMIN SUPPORT-GENERIC 4	141	38,298	29,541	37,663	45,785	3,274	37,876	1,873	42,411	38,617	34,092	540	8.0	995	2,585	1,873	39,661
9914	ADMIN ASSISTANT 4	216	41,194	32,039	41,192	50,345	3,085	40,932	1,722	44,450	40,691	37,000	1,009	4.1	979	3,300	1,722	42,516
9915	ADMIN ASSISTANT 5	226	47,852	35,972	46,477	56,982	1,740	47,709	971	51,895	47,499	43,983	596	4.2	635	3,798	971	50,518
9951	TECHNICIAN 1	29	28,591	23,980	29,572	35,164	124	27,679	84	30,554	25,957	22,333	28	3.7	11	1,101	84	26,430
9952	TECHNICIAN 2	50	33,324	26,916	33,941	40,966	321	33,382	264	37,550	33,194	29,385	113	4.0	41	1,151	264	33,783
9953	TECHNICIAN 3	55	39,510	31,113	39,100	47,087	491	42,739	362	47,001	42,466	38,059	205	3.6	95	1,688	362	42,988
9954	TECHNICIAN 4	40	43,996	36,104	45,375	54,646	283	46,587	148	50,378	45,308	41,221	69	5.4	65	2,062	148	46,489
9955	TECHNICIAN 5	20	51,514	39,872	50,276	60,681	128	53,735	90	58,241	54,410	50,441	31	6.4	27	3,434	90	55,194

49 5 in 5

AON CONSULTING / RADFORD DIVISION

C-38

1999 RADFORD BENCHMARK SALARY SURVEY

**Offer Worksheet – Exercise #1**Candidate: Mary JonesPosition: Accounting Manager

Level/Grade: \_\_\_\_\_

Reporting to: CFO**Current****Compensation:**

Base Salary

\$65,400.00  
Due for Review in 2 months

Bonus

10%/yr

Other

**Total****Compensation:**

\$71,940.00

**Expectations:****Current Stock**  
**Options:**# Shares: 10,000  
Price: \$20/share - FMV \$15/share  
# Vested/Unvested: 5,000/5,000

# Shares:

**Level/Grade**  
**Information:**

Salary Range

Min--Mid--Max  
\$55,000 - \$70,000 - \$85,000

Bonus Range

0%

Other

401k Match =  
\$1,250.00**Offer Being**  
**Recommended:**

Base Salary

Bonus

Other

**Total**  
**Compensation**

Internal Equity Issues/Comments:

Next Review Cycle/Impact:

595167



**Offer Worksheet – Exercise #2**Candidate: Joe TechiePosition: Web Developer

Level/Grade: \_\_\_\_\_

Reporting to: \_\_\_\_\_

**Current****Compensation:**

Base Salary

\$60,000  
Due for Review in 2 months

Bonus

5%/yr

Other

401K Match =  
\$1,500/yr**Total**  
**Compensation:**

\$64,500

**Expectations:****Current Stock**  
**Options:**# Shares: 1,000  
Price: \$20/share FMV: \$35/share  
# Vested/Unvested: 250/750*He would have to  
walk away from \$11,000 worth  
of unvested stock***Level/Grade**  
**Information:**

Salary Range

Min-----Mid-----Max  
\$45,000-\$60,000-\$75,000

Bonus Range

Discretionary

Other

**Offer Being**  
**Recommended:**

Base Salary

Bonus

Other

**Total**  
**Compensation**

Internal Equity Issues/Comments:

Next Review Cycle/Impact:

595.68

**Offer Worksheet – Exercise #3**Candidate: Bob SmithPosition: Animator

Level/Grade: \_\_\_\_\_

Reporting to: \_\_\_\_\_

**Current****Compensation:**

Base Salary

\$70,000

Bonus

10%/yr

Other

\$10,000.00 Retention  
Bonus payable in 3  
months**Total****Compensation:**

\$77,000

**Expectations:****Current Stock**  
**Options:**# Shares: 2,000  
Price: \$20/share FMV: \$12/share  
# Vested/Unvested: 500/1,500

# Shares:

**Level/Grade**  
**Information:**

Salary Range

Min----Mid----Max  
\$55,000-\$70,000-\$85,000

Bonus Range

0

Other

**Offer Being**  
**Recommended:**

Base Salary

Bonus

Other

**Total**  
**Compensation****Internal Equity Issues/Comments:**

Bob = \$60,000; Mary = \$58,000; Roy = \$65,000

**Next Review Cycle/Impact:**

595,69

**Offer Worksheet – Exercise**

Candidate: \_\_\_\_\_

Position: \_\_\_\_\_

Level/Grade: \_\_\_\_\_

Reporting to: \_\_\_\_\_

**Current Compensation:**

Base Salary

Bonus

Other

**Total Compensation:****Expectations:****Current Stock Options:**

# Shares:

**Level/Grade Information:**

Salary Range

Bonus Range

Other

**Offer Being Recommended:**

Base Salary

Bonus

Other

**Total Compensation**

Internal Equity Issues/Comments:

Next Review Cycle/Impact: